Installation Status Report III (Services):
Guide to Conducting MWR Customer Satisfaction Surveys

1. Commencing in 2002, the attached surveys are to be used by installations to complete the following Installation Status Report (ISR) fields:

- a12-01: Average score on Fitness Customer Survey
- a12-02: Average score on Recreation Customer Survey
- a12-03: Average score on Library Customer Survey

2. Background:

a. ISR Services includes outcome measures to determine the quality of service provided for Army Community Service, Fitness and Sports, Recreation, Libraries, and Lodging. The MACOM and HQDA program proponents have previously agreed that an adequate quality outcome measure for these programs would be a customer satisfaction survey.

b. During calendar year 1999, the USACFSC tested the feasibility of centrally managing a customer satisfaction survey for MWR. The test failed, primarily because central databases did not have up-to-date addresses.

c. For the 2001 ISR III, information from the MWR Leisure Needs Survey (LNS) from spring 2000 will be top-loaded by the USACFSC and the OACSIM to complete this data field. Installations should NOT input data into this field. Installation-specific values were provided to the OACSIM from the USACFSC in November 2000.

d. For the 2002 ISR III, however, installations must conduct their own customer satisfaction surveys during the period January through December CY 2001. To assure uniformity, the USACFSC has developed program-specific customer satisfaction survey instruments for this purpose. Installations will be responsible for conducting, compiling, and reporting survey results. Installations are to use these surveys and sample MWR activity customers throughout the year and compile the results for entry into the Jan 2002 and subsequent ISRs. Data will also be used to satisfy a requirement to measure customer satisfaction for the annual assessment against MWR Baseline Standards.

e. The USACFSC is also working to provide installations with software with which to operate an automatic kiosk to aide in administering these surveys. This option may be forthcoming in the future.

3. Survey instruments are attached for the following programs:

a. Fitness and Sports.

b. Recreation (individual instruments for Recreation Centers, Arts and Crafts, Automotive Centers, Outdoor Recreation, and Entertainment).

c. Libraries.

d. Lodging (survey cards were already forwarded directly to installation lodging operations via Dec 2000 USACFSC-AL memorandum, SUBJ: Customer Survey Cards).

4. General Guidance.

   a. These surveys were originally designed to gather information about one program. The customers will only rate the program from which they received the survey.

   b. Installations will have to locally reproduce the form.

   c. It is important to collect a random sample of patrons. If you leave the surveys out for patrons to pick up, only the very pleased or unhappy patrons are likely to fill one out. Rather, decide to select every fifth or tenth or some number to receive a survey. Have an MWR employee hand the survey to the patron and ask the patron to fill it out. Provide a private area for the patrons to work in, and have them deposit the survey in a box or some other container.

   d. For best results, conduct the survey for at least one and preferably two months. Ask patrons to complete the survey during all of the hours the facility or program operates. Should a patron decline to complete a survey, select another patron.

   e. Results will have to be compiled manually, although a spreadsheet could automate the calculations. Each component of satisfaction (staff, facility, programs, etc.) is rated on Importance and Performance, with each component having five possible answers (plus one answer for Don't Know). The answers must be converted to numeric scores. Each "top block" (Most Important or Outstanding) is worth five points, next four points, next three points, next two points, and "bottom block" (Not At All Important, or Poor) one point; a response of Don't Know receives 0 points and is not used to determine the mean response for the rated item. To compute a score, multiply the response value (5, 4, 3, 2, or 1) by the number of responses with that value. Add those numbers together and divide by the total number of responses for the component being measured.

      For example, 25 patrons rate "Satisfaction with overall program" (on the Performance scale) as follows:

      | 6 | patrons | - | Outstanding | (5 pts) |
      | 13 | patrons | - | Very Good | (4 pts) |
      | 3 | patrons | - | Average | (3 pts) |
      | 2 | patrons | - | Not Very Good | (2 pts) |
      | 0 | patrons | - | Poor | (1 pt) |
      | 1 | patron | - | Don't Know | (0 pts) *NOT USED TO DETERMINE MEAN* |

      The ISR score would be computed as follows:
      Overall Satisfaction = [(6X5) + (13X4) + (3X3) + (2X2) + (0x1)] / 24
      = [30 + 52 + 9 + 4 + 0] / 24
      = 95 / 24
      = 3.958
      = Green (Rounded up to 4.0)

   f. For Recreation programs, multiple programs contribute to a single rating. The easiest way to compute an overall score is to add together the number of patrons in each program who give the same rating, multiply by the rating number, add the scores and divide by the total number of respondents (excluding the Don't Know responses).

For example, 39 patrons rate "Satisfaction with overall program" for all the Recreation programs. The ratings are:

Outdoor recreation:
2 Outstanding, 1 Very Good, 1 Average, 1 Not Very Good, and 1 Poor

Automotive Skills:
1 Outstanding, 2 Very Good, 2 Average, 0 Not Very Good, and 1 Poor

Arts and Crafts:
4 Outstanding, 4 Very Good, 0 Average, 1 Not Very Good, and 1 Poor

Recreation Centers:
5 Outstanding, 3 Very Good, 3 Average, 1 Not Very Good, and 0 Poor

Entertainment:
3 Outstanding, 2 Very Good, 1 Average, 1 Not Very Good, and 0 Poor

The Overall Satisfaction score for Recreation is computed:
$$[(5 \times (2+1+4+5+3)) + (4 \times (1+2+4+3+2)) + (3 \times (1+2+0+3+1)) +$$
$$(2 \times (1+0+1+1+1)) + (1 \times (1+1+1+0+0))] / 39$$
$$= (5X15) + (4X12) + (3X7) + (2X4) + (1X3) / 39$$
$$= 75 + 48 + 21 + 8 + 3 / 39$$
$$= 155 / 39$$
$$= 3.97 \text{ (round to 4.0 for a Green)}.$$

g. For ISR Part III reporting, MWR managers will only report the overall satisfaction score. The green, amber, red levels are as follows: 4.0 points or more, green; less than 4.0 points down to 3.0 points, amber; less than 3.0 points, red. That equates to green for scores of Outstanding and Very Good, amber for scores of Average, and red for scores Not Very Good and Poor. Managers have all of the other survey data to pinpoint areas needing improvement.

h. Survey Sampling:

(1) These surveys were designed to measure the satisfaction levels of the people who use your products or services.   In general, the goal of surveying is to find out how everyone who matters feels about a topic. Frequently, however, we can't ask everyone so we need to sample from those people to find out how some of them feel. The goal of sampling, then, is to figure out who to ask so that you can infer what everyone else thinks.

(2) The key is that a sample is not meaningful, "valid," or "good" in and of itself. It is only good to the extent that it mirrors the population of interest. In real terms, what we are doing is saying "I want to know how the population feels, but I can't or don't want to survey all of them. Instead, I want to survey a subset of the population and then infer that these responses reflect those of the population so I can make good decisions."

(3) There are many ways to conduct a survey. These surveys are indicative of non-probability convenience sampling. While probability sampling implies a random and equal chance of being selected, these surveys target members of the population that share a characteristic needed by the survey (use of the program). A convenience sample is a group of

people who you can conveniently locate and administer the survey. **A convenience sample may not always generalize accurately to the entire population of your installation.**

5. This is a work in progress. We welcome your ideas. If you have questions, concerns, or comments, please contact the central point of contact or the individual program proponents at:

    a. ISR (Services) POC: Mr. Joseph Trebing, 703-681-7424, DSN 761-7424, email at joseph.trebing@cfsc.army.mil.

    b. Fitness & Sports: Ms. Janet Mackinnon, 703-681-1544, DSN 761-1544, email at janet.mackinnon@cfsc.army.mil.

    c. Recreation: Ms. Marcy Stennes, 703-681-7218, DSN 761-7218, email at marcy.stennes@cfsc.army.mil.

    d. Libraries: Ms. Barbara Christine, 703-681-7208, DSN 761-7208, email at barbara.christine@cfsc.army.mil.